RJ Reynolds Tobacco Company

Exhibit B

L. T. POOLE
Regional Sales Manager

11260 Cornell Park Drive
Cincinnati, OH 45242
513-489-8616
Fax 513-489-5145

February 16, 1996

To: L. K. Brubaker
M. N. Miller
D. T. Parnell
T. L. Sampson
S. D. Zaleskin

DAVE-
RATHER THAN ME SUMMARIZE WHAT THE DR's SAID, I THOUGHT YOU'D RATHER SEE FOR YOURSELF. MY TAKE IS —
[redacted]
• KEEP AS A TOP OF MIND.
• MAKE IT SOMETHING THAT IS A SOURCE OF PRIDE
LARRY

Gentlemen:

As you can see from the attached productivity model, we are one of the highest in the country on PB-OB. Dave has asked that as a best practices sharing, we give him some input on how we do this.

Please give me three or four bullets for your Division on what you are doing to make this happen. I would appreciate this information on or before **March 1st**.

Thank you.

Suspense

Sincerely,

Larry

L. T. Poole

RETAIL MGRS — WE ARE THE LOWEST IN THE COUNTRY! GIVE ME YOUR THOUGHTS
ROGER

mailed ✓

51861 9925

Source: https://www.industrydocuments.ucsf.edu/docs/mspm0000

January 1996

SF2000

Productivity/Execution Measurements

Sales Reps

Region	# Calls Made					Avg. CPD					# Ctns. O/B and P/B					Avg. Ctns./Call					Mo. Cov. % (Cum.)				
	.	1/26	1/19	1/12	1/5	.	1/26	1/19	1/12	1/5	.	1/26	1/19	1/12	1/5	.	1/26	1/19	1/12	1/5	.	1/26	1/19	1/12	1/5
Boston		2284	1806	1586	798	0.0	11.3	9.0	7.9	4.0		39,752	33,765	32,185	14,168	#####	17	19	20	18		88	54	34	13
New York		3089	2016	1457	770	0.0	11.2	7.3	5.3	2.8		68,955	55,570	43,488	21,434	#####	22	28	30	28		78	48	21	7
Philadelphia		1989	1278	980	560	0.0	18.3	6.6	5.1	2.9		61,575	51,390	39,631	24,868	#####	31	40	40	43		83	58	38	10
Buffalo		1665	1751	1579	1681	0.0	8.6	9.1	8.2	8.7		33,474	35,074	28,682	33,020	#####	20	20	18	20		64	48	24	15
Pittsburgh		1867	1308	741	1204	0.0	9.7	7.4	4.2	6.9		65,568	49,026	32,382	45,558	#####	35	38	44	38		80	58	32	21
Cincinnati		2177	1318	768	1303	0.0	10.8	6.5	3.8	6.5		112,277	95,538	43,266	75,769	#####	52	73	57	58		95	57	37	24
NESA	0	13871	9461	7103	6316	0.0	10.4	7.6	5.7	5.1	-	381,601	320,363	219,394	214,017	#####	29	34	31	34		78	48	29	14
Winston-Salem		1781	840	1377	1123	0.8	8.5	4.2	6.8	5.6		79,628	27,536	81,048	75,033	#####	45	33	59	67		72	48	40	19
Atlanta		1598	1785	819	1031	0.0	7.8	7.7	3.7	4.6		68,941	64,500	61,040	58,145	#####	43	38	75	56		40	28	19	10
Florida		2022	1519	1159	1535	0.0	8.5	6.4	4.9	6.5		107,851	72,651	51,724	72,561	#####	53	48	45	47		74	53	36	21
Dallas		2800	1913	1429	1664	0.8	11.6	8.1	6.0	7.8		152,241	118,325	130,990	104,170	#####	54	62	92	63		92	62	41	23
Richmond		1416	1211	883	1021	0.0	7.2	6.3	4.6	5.3		62,174	60,732	44,858	54,673	#####	44	50	51	54		61	43	31	18
SSA	0	9617	7198	5667	6374	0.0	8.6	6.6	5.2	5.8		469,935	343,744	369,644	364,582	#####	49	48	65	57		68	47	33	18
N. California		1821	1447	1096	1310	0.0	9.7	8.0	6.1	7.3		54,402	48,818	39,848	63,781	#####	30	34	36	49		87	62	39	22
S. California		1634	570	1478	889	0.0	6.8	2.4	6.1	3.7		66,768	18,682	64,382	37,027	#####	41	33	44	42		53	36	30	11
Seattle		1910	1254	1579	1213	0.8	11.8	7.7	9.7	7.5		51,163	36,813	43,433	38,042	#####	27	29	28	25		96	67	51	23
Houston		2300	1573	1899	1531	0.8	11.7	8.0	9.6	7.8		56,713	38,969	43,872	44,157	#####	25	25	23	29		98	75	54	26
WSA	0	7665	4844	6044	4943	0.0	9.7	6.2	7.7	6.3	-	229,038	143,202	198,727	174,927	#####	30	30	32	35		83	60	43	20
Chicago		2144	1809	1589	1131	0.0	10.2	4.8	7.5	5.4		32,555	16,620	34,865	27,317	#####	15	16	22	24		84	53	41	17
Minneapolis		1882	1001	1161	988	0.0	10.8	6.0	6.6	5.6		48,995	25,716	40,898	33,430	#####	27	26	35	34		86	53	39	17
Denver		2289	1389	1277	1822	0.0	11.9	6.9	6.3	5.1		70,166	58,664	52,180	47,375	#####	31	42	41	46		99	62	39	17
Detroit		2129	1650	1559	1482	0.0	8.8	7.1	6.7	6.4		44,276	45,994	51,325	68,664	#####	21	28	33	41		74	56	41	20
St. Louis		2388	1686	1194	1348	0.0	12.4	8.4	5.9	6.6		67,074	60,476	42,514	62,117	#####	28	36	36	46		97	63	40	22
MWSA	0	10752	6735	6780	5963	0.8	10.7	6.6	6.6	5.8	-	263,066	207,470	220,982	230,903	#####	24	31	33	39		87	58	40	19
National Tota	0	41105	28238	25594	23596	0.8	9.9	6.8	6.2	5.7	-	1,343,640	1,014,779	1,080,747	984,429	#####	33	36	39	42		78	52	35	17

Source: https://www.industrydocuments.ucsf.edu/docs/mspm0000